

Annual  
Report  
*'19*

# Systems & Scale



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Report  
*'19*

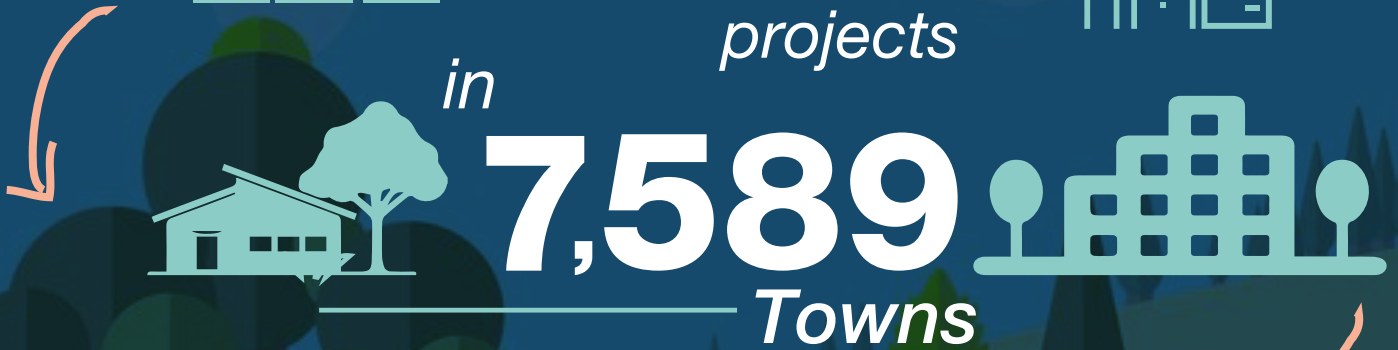
# Systems & Scale

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# Tracka

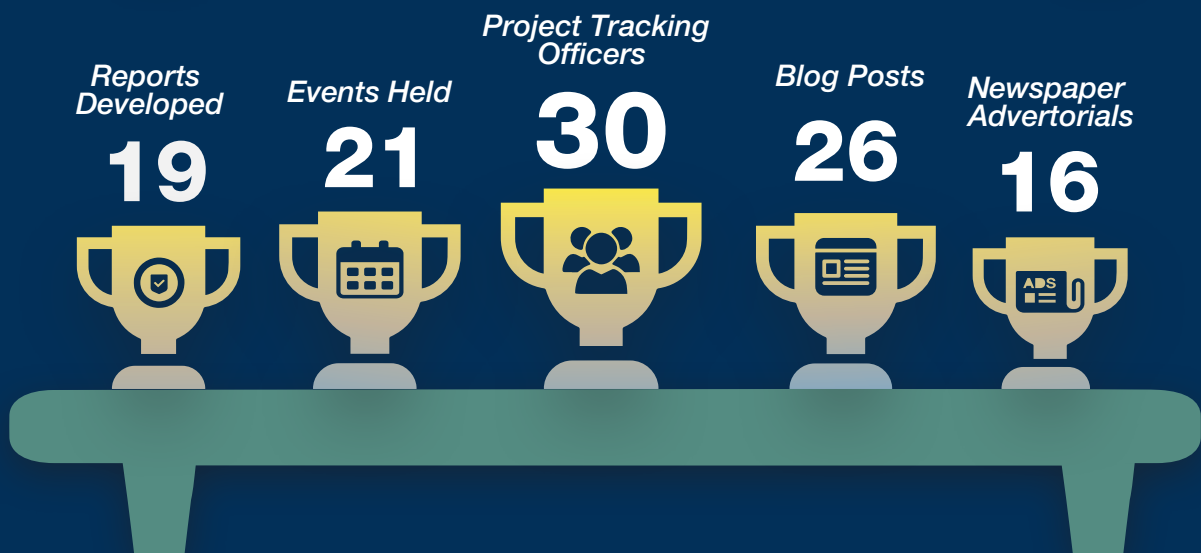
The Journey so far...



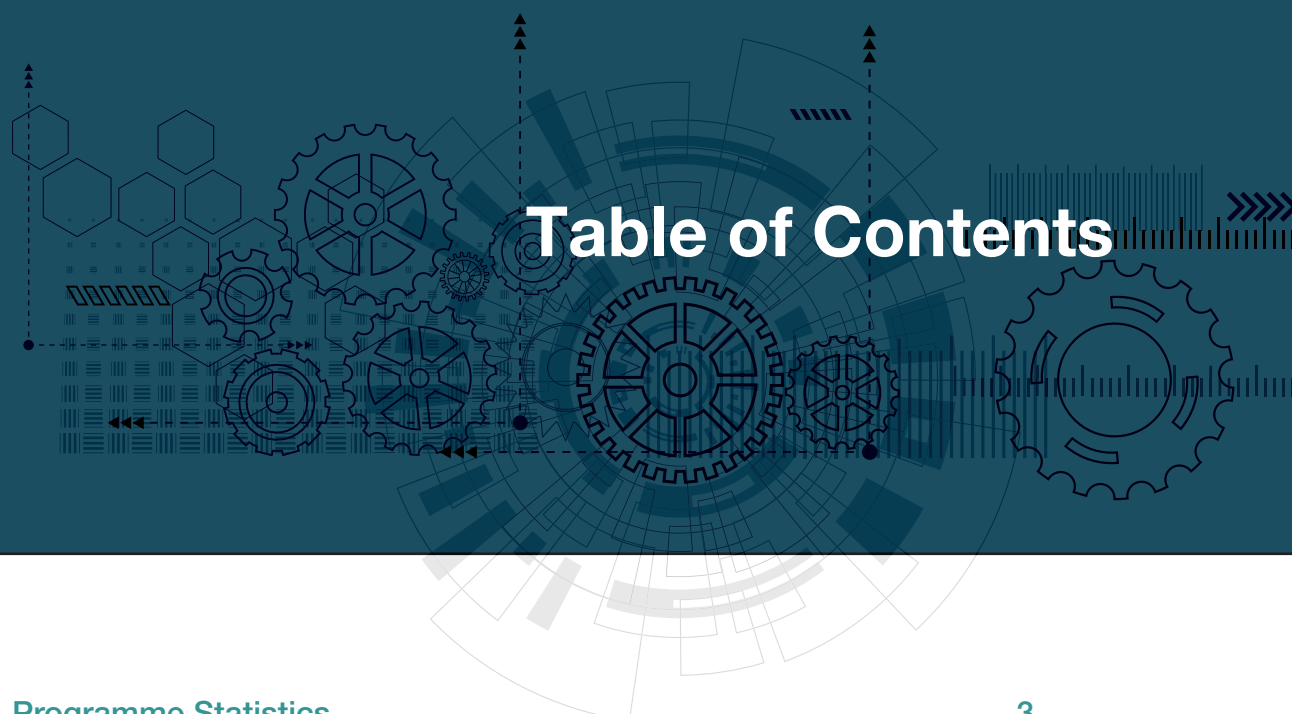
and currently have



# Programme Statistics







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# Combining Systems and Scale for Progress

At BudgIT, we do not approach our work from a messianic viewpoint, we believe that our solutions should be distributed to citizens, thereby ceding ownership as well as the ability to close the feedback loop with elected officers.

We do this by showing how, if BudgIT continues its dedicated work in partnership with these fledgling accountability ideas, it will illuminate the changes in Nigeria's civic space in the next few years. We have seen our work rise through systems, especially in subnational transparency, public expense reporting and service delivery management.

## States Fiscal Transparency, Accountability and Sustainability Programme (SFTAS)

After working on budgeting at the federal level, there was increased interest in

analysing the fiscal state of sub-nationals, especially the 36 states. BudgIT has been at the forefront of analysing budgets at the state level but access to budgets has been weak. In Nigeria, institutions at sub-national level are grossly weak due to the subjugation of critical oversight institutions such as the House of Assembly (legislature), Auditor-General of the Federation and others. State governors act as lords without any level of accountability. While the Fiscal Responsibility Act binds the federal government to make budgets available, state governors do not have any legal instrument that makes access to budgets and financial instruments a critical element.

In 2018, the World Bank released the States Fiscal Transparency and Accountability and Sustainability Programme, which provides incentives up to \$21m for states that meet a certain transparency threshold. It is without doubt that the access to grants of up to \$21m coupled with the foundational work by

L-R

Sani Dattijo Mohammed,  
Chief of Staff to Kaduna  
State Governor, Gabriel  
Okeowo and Oluseun  
Onigbinde, during State of  
States 2019



BudgIT is strengthening fiscal transparency and improving access to the state level budgets. The question of whether states will continue to publish their budgets at the expiration of the grant in 2023 is still largely unanswered. Furthermore, how does BudgIT plug itself within the states' frameworks, to ensure that access to budget in Nigeria is not solely tied to access to grants? How does BudgIT distribute current budgets at scale, thereby ensuring civic interactions and accountability in a way that lays the groundwork for continuous demand for public projects?

## Opentreasury.gov.ng

While it might be important to talk about budgets, the budget is a statement of projections and recent analysis has shown that the Nigerian budget suffers huge incredibility, due to low revenue collections. This is why BudgIT has been at the forefront of the advocacy, that actual public spending especially at the capital expenditure level be published for citizens.

On December 9, 2019, the Federal Government launched the OpenTreasury portal, an incredible addition to the growing wave of transparency in Nigeria. Our appraisal of the portal shows that projects with amounts of 10m Naira and above are posted. While we cannot vouch for the

comprehensiveness of the data, access to such data is a big win for transparency in Nigeria.

This is a big step for the Federal Government but we are interested in spreading this impact to the state level either through legislative or structural means. Improving transparency at the state level is important to public service efficiency in Nigeria. How will Nigerian states also publish actual spending data in a comprehensive manner? How will it make sense and become an action tool for citizens? The access to actual spending data at all levels is noteworthy and it is important that BudgIT play a pivotal role in making this happen.

## Tracka, ICPC and Tracka Community Champions Programme

For Tracka to scale beyond its current trajectory, we considered that it must be scalable on the supply and demand side of governance. We believe that the Nigerian government needs to close the feedback loop based on several revelations on abuse of public resources, poor facility delivery, appropriation of public projects for private use and labelling of public projects as private donations. In 2019, the Independent

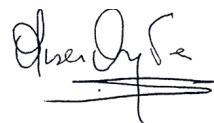
“ *Through our work, we have delivered constituency projects to three communities, thereby producing tips to the anti-corruption agencies.* ”

Corrupt Practices Commission (ICPC) partnered with BudgIT to investigate abuse in the use of public funds for constituency projects. Through our work, we have delivered constituency projects to three communities, thereby producing tips to the anti-corruption agencies. Our plan is to deepen the relationship and be in a position to pass information to government agencies for immediate action.

The next phase bears with it, a question of how we would scale beyond 30 project officers who cost around \$500 each to maintain monthly. However, hiring more project officers is deemed unsustainable considering escalating costs. A continuous appraisal of the current system led to the development of the “Community Champions” Initiative. Based on our current reach, BudgIT engaged 120 persons in focus states to track projects and engage citizens on community projects.


## Finding Progress

For BudgIT’s work to scale, our work must impact both citizens and government in a way that they see “data” as an opportunity to enhance better service delivery towards national development. As regards the citizens, we hope that soon, they will start using data to hold their governments accountable and demand action for institutional efficiency out of their own self-enlightened interest. We also see the government incubating our ideas and using a wide public channel or media to influence civic behaviour towards accountability. By doing so, the job of accountability runs naturally from both sides, with both parties supporting themselves while the civil society just plays a monitoring role. For our work to scale, we believe it has to run through systems and also through willing partners in the society, media and government, affirming the quote that “an institution is a long shadow of an individual”.



**Oluseun Onigbinde**  
Director





2019, an election year that gave us the opportunity to be part of the election frenzy and new stream of government stakeholders to relate with.

Gabriel Okeowo  
Principal Lead

## Executive Summary

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The year 2019 started with a political frenzy for Nigeria. It was an election year that held the possibility of political instability and presented us an opportunity to have new streams of government stakeholders to relate with in our work as an organization.

Overall, BudgIT was not left out of the frenzy caused by the elections. We produced an Election Factbook that provided eligible voters with the right information needed to make better decisions throughout the election process. We likewise held a road rally tagged the “Value of a Vote Campaign” in 15 states across the six geopolitical zones in Nigeria. Our main aim was to contribute to the transparency of the election process, make citizens understand the value of their vote and the right values to vote for.

We had the opportunity to scale our work in the year 2019, leveraging existing programmes of a multilateral agency like the World Bank’s States Fiscal Transparency, Accountability, and Sustainability (SFTAS), under which we had a fruitful collaboration with the World Bank to support a process that incentivizes states that are able to make their budget available online and in a simplified version. This resulted in 25 states making their budget available without the usual hassle we go through yearly to get a copy of the different state budget details. In a similar light, we leverage ICPC to deepen the impact of our work in Tracka to tackle corruption cases in the implementation of constituency projects that Tracka could not take up beyond advocacy, online shaming and unattended requests for information. These cases were picked up with the coercive force of The Independent Corrupt Practices Commission (ICPC). These

“ Generally, our programmatic impact in 2019 was beefed up as we saw efforts of past years in bridging the gaps of data access for citizens materialized into action from the government ”

added credence to the work of Tracka and generally improved service delivery to the grassroots.

Generally, our programmatic impact in 2019 was strengthened and encouraging as we saw efforts of past years in bridging the gaps of data access for citizens materialize into action from the government. The budget office of the federation developed and disseminated a simplified national budget into a citizens' version for the first time. In the same vein, the Federal Government launched the [opentreasury.gov.ng](https://opentreasury.gov.ng) platform which was unexpected but a tremendous portal for fiscal transparency in Nigeria. The platform commits the Federal Government to publishing daily spendings of the government above a certain threshold.

On donor acquisition and management, the quality results/outcomes from our donor-funded activities earned us the opportunity to get renewed grants to scale our impact. We also acquired new donors in the course of the year including The British Council, which gave us the opportunity to contribute to the European-Union funded Rule of Law and Anti-corruption (RoLAC) programme in Adamawa, Anambra, Edo, Kano and Lagos. We are also in communication with other prospective donors that we hope would materialize in the coming year.


In our operational and administrative processes, we welcomed our Director/

Founder - Oluseun Onigbinde back to work in the course of the year from his operational break, which he spent at the Obama Scholar Programme in Columbia University, New York. It was also encouraging to see that we could relieve him of active day-to-day affairs of the organization for him to maximize his time with family and other personal endeavours. We onboarded two new staff members for the roles of Head of Research and Communications Associate. Both personnel brought great dynamism into the team, thereby contributing actively to our success stories.

Estimatedly, we reached over 12million people in the year both online and offline directly and several others indirectly. Details are provided in our programme figures section of this report.

As 2019 wraps up, we look forward to the start of a new decade where we hope to strategically imprint our relevance in the hearts of every Nigerian; irrespective of the geographical location, tribe, social class or literacy capacity. The new year will come with significant steps towards our 10th year anniversary coming up in September 2021. We have plans and aspirations to set BudgIT on a self-sustaining path with a clear growth plan and work-life balance for everyone working in/for BudgIT and adapting to global best practices of the 21st-century workplace.





*Access to budget information is not a sign of good government, it is a right of every citizen*

**Ojiugo Uche**  
*Research & Policy Advisory Lead*

# Budget to the People

*Donors: Bill & Melinda Gates Foundation, Luminate, MacArthur Foundation, European Union, British Council*

**In 2019, the research department continued with the budget advocacy by simplifying and making available national and sub-national budgets, as well as producing topical policy analysis in line with key citizen concern and current affairs.**

Thus, the team created voter education material in the wake of February's elections and issued a press release to stop a controversial capital project in a South-South state, highlighted states' actual expenditure and health metrics in the State of States report and cross-cutting human capital policies and investment needs in our Investing in People panel discussion.

On budget access, we analyzed and simplified the Federal Government's Q3 and Q4 2018 Budget Implementation reports and distributed 500 copies of our 2019 proposed budget analysis. A report was

also produced detailing overvalued line items, projects without a specific location and projects that are susceptible to fraud. 1,000 copies of this were shared offline and sent to the National Assembly to engage the lawmakers during budget public hearings. Upon the approval of the FG budget, the team produced a citizen budget in infographics format.

With Nigeria's push to return to the January - December budget cycle, the 2020 budget proposal saw an earlier release in October 2019 and an eventual approval and assent in mid-December of the year in review. In turn, we created and disseminated several infographics of both the proposed and approved 2020 budgets. BudgIT also joined a coalition of CSOs, convened by Open Alliance to present reactions to the 2020 proposed budget before the National Assembly. Our message was strengthened by this joint approach and CSO links were strengthened for future engagements and

“ *BudgIT also continued its seminal policy analysis work and its probe of fiscal transparency in financial documents other than the budget* ”

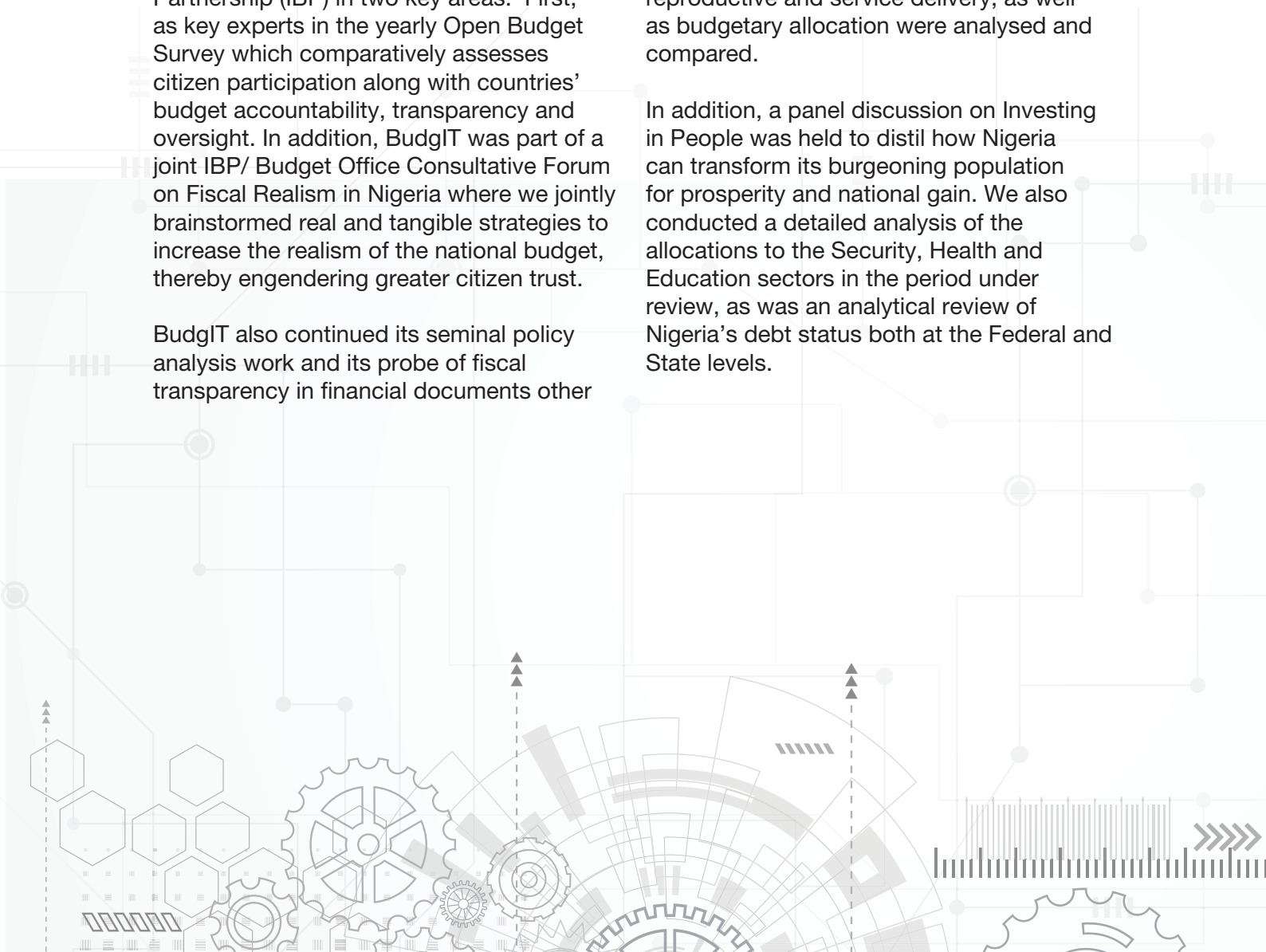
collaboration. At the subnational level, over 15 state budget analysis and infographics were created and shared online for citizen engagement.

BudgIT also continued its work of shaping the technical budget landscape towards reform and best- practice. To this end, we partnered with the International Budget Partnership (IBP) in two key areas. First, as key experts in the yearly Open Budget Survey which comparatively assesses citizen participation along with countries' budget accountability, transparency and oversight. In addition, BudgIT was part of a joint IBP/ Budget Office Consultative Forum on Fiscal Realism in Nigeria where we jointly brainstormed real and tangible strategies to increase the realism of the national budget, thereby engendering greater citizen trust.

BudgIT also continued its seminal policy analysis work and its probe of fiscal transparency in financial documents other

than the budget. In our 2019 State of States' report, we piloted the use of state actual expenditure information as against previous practice of budgeted information. This was only made possible by the positive results of advocacy for states to open up their Audited Financial Statements. This edition of 'The State of States' was focused on health, where metrics like child, reproductive and service delivery, as well as budgetary allocation were analysed and compared.

In addition, a panel discussion on Investing in People was held to distil how Nigeria can transform its burgeoning population for prosperity and national gain. We also conducted a detailed analysis of the allocations to the Security, Health and Education sectors in the period under review, as was an analytical review of Nigeria's debt status both at the Federal and State levels.







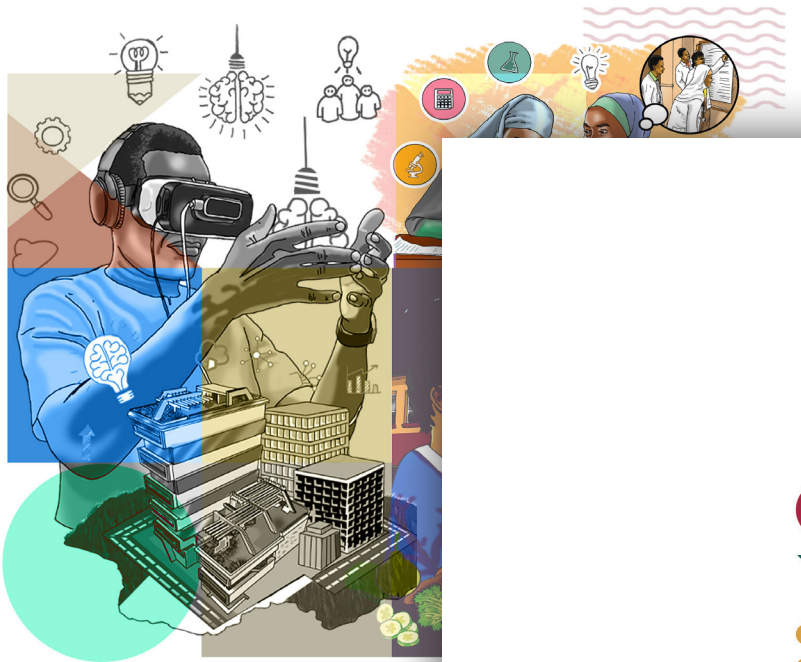
1 BudgIT at the MTEF public presentation, Abuja  
2 & 3. Training of Budget Directors of all 36 state during the SFTAS program.





1-5. State of States Report Launch @ Transcorp Hotel, Abuja

# Investing in People



DISCUSSION NOTES



## State of States

THE 2019 EDITION



*One of the hallmarks of a functional company is the quality of its corporate governance culture which refers to the system of rules, practices, and processes by which an enterprise is directed and controlled.*

**Abel Akeni**  
*Extractive Transparency Lead*

# Extractive Transparency

*Donor: NRGi*

**It is necessary that Nigerians are reminded of their civic duty, which is to ask questions and demand accountability on how the funds realized from the extractive sector is being utilized.**

As a result, we decided to make use of the election campaign period in 2019 to ask presidential candidates their plans for the oil and gas sector, we had a tweet session with two of the presidential candidates where Nigerians joined us to enquire about the kind of reforms they intend to implement in the sector if they emerge as the winner.

In 2019, we crystalized extractives reform activities to revolve around four long term strategic objectives. These include; to improve the disclosure, dissemination, and use of disclosed data in the extractives sector; to improve institutional learning

based on observations from disclosed data; to improve accountability in the sector and finally; to contribute to improved efficiency and innovation in the governance of natural resources.

On improving data disclosure, dissemination and use, BudgIT worked on developing what would become the Federal Government's commitments for improving data disclosure in the second National Action Plan within the Open Government Partnership, OGP. BudgIT also continued to demand improved disclosure of oil and gas data especially for the timely release of NNPC Monthly Financial and Operations Report. We have recorded little success regarding this, as reports for October to December 2019 had not been published online as at the end of December 2019.



“ *In 2019, we crystalized extractives reform activities to revolve around four long term strategic objectives* ”

We also looked into the Nigeria Extractive Industries Transparency Initiative (NEITI) reports, which we critically analyzed to bring out key figures and disseminated to citizens. We developed a framework for an Extractives Transparency Ranking and Support Initiative for ranking disclosure practices of regulatory agencies and State-Owned Enterprises (SOEs) meant to encourage more data transparency, accessibility, and accountability in the sector.

For the dissemination of extractives data, we have reached over 1,000,000 citizens in Lagos, Ogun and Oyo states offline through at least 5 radio sessions, 1 TV appearance and four (4) full-page newspaper adverts with our findings and recommendations in the oil and gas sector to spark public debate. Through our social media platforms, we shared extractives data in simplified formats and were viewed by 1,040,548 citizens online which also helped spark public debate especially on Nigeria's petrol subsidy program.

On improving institutional learning based on observations from disclosed data, BudgIT organized learning sessions during our Q1 Extractives Consultative Roundtable meeting, where we engaged with key civil society actors in extractives industry reform to share insights based on our analysis of industry data, and to co-create advocacy strategies aimed at transforming reform findings to actions by policymakers in the oil and gas sector. We analyzed NNPC's last financial and operations performance; and published a report called, "NNPC's 2018 Performance Analysis" where we shared our findings and recommendations for optimization with critical stakeholders during the 2019 Oil and Gas Industry Stakeholder Roundtable session.

Furthermore, on improving accountability in the sector; we wrote letters to over 100+ senators and House of Representatives members to ensure government agencies responsible for resolving remediation issues highlighted in the Nigerian Extractive Industries Transparency Initiative (NEITI)

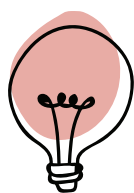
Audit report published in December 2018 were held accountable.

Lastly, on objective four, which is to contribute to improved efficiency and innovation in the governance of natural resources, BudgIT published policy briefs containing insights and recommendations for policy reforms that would improve efficiency and governance of critical areas in

the oil and gas sectors. They include, “Inside Nigeria’s Local Refineries”, “Nigeria’s Subsidy Regime: Dilemma of the world’s most populous black nation” and “Beneficial Ownership Reform in Nigeria: The long walk to NEITI’s 2020 deadline for full disclosure”.



Our Extractive team at the Oil Stakeholders Roundtable



### Key Links

[Nigeria’s Petrol Subsidy Regime Dilemma of the world’s most populous black nation](http://fixouroil.com/wp-content/uploads/2019/03/Nigerias-Petrol-Subsidy-Regime_BudgIT.pdf)

[http://fixouroil.com/wp-content/uploads/2019/03/Nigerias-Petrol-Subsidy-Regime\\_BudgIT.pdf](http://fixouroil.com/wp-content/uploads/2019/03/Nigerias-Petrol-Subsidy-Regime_BudgIT.pdf)

[Key Findings from NEITI’s Audit Report](http://fixouroil.com/wp-content/uploads/2019/03/NEITI-Remediation-Issues-Visuals-of-Key-Findings-by-BudgIT.pdf)

<http://fixouroil.com/wp-content/uploads/2019/03/NEITI-Remediation-Issues-Visuals-of-Key-Findings-by-BudgIT.pdf>

[Inside Nigeria’s Local Refineries](http://fixouroil.com/wp-content/uploads/2019/05/Inside-Nigerias-Local-Refineries.pdf)

<http://fixouroil.com/wp-content/uploads/2019/05/Inside-Nigerias-Local-Refineries.pdf>

[2018 NNPC Performance Analysis](http://fixouroil.com/wp-content/uploads/2019/07/2018-NNPC-Performance-July-1st-2019_8_31PM.pdf)

[http://fixouroil.com/wp-content/uploads/2019/07/2018-NNPC-Performance-July-1st-2019\\_8\\_31PM.pdf](http://fixouroil.com/wp-content/uploads/2019/07/2018-NNPC-Performance-July-1st-2019_8_31PM.pdf)

[Beneficial Ownership Reform in Nigeria: The long walk to EITI’s 2020 deadline for full disclosure](http://fixouroil.com/wp-content/uploads/2019/10/Beneficial-Ownership-Reform-in-Nigeria_Key-Insights_September-26th_2019.pdf)

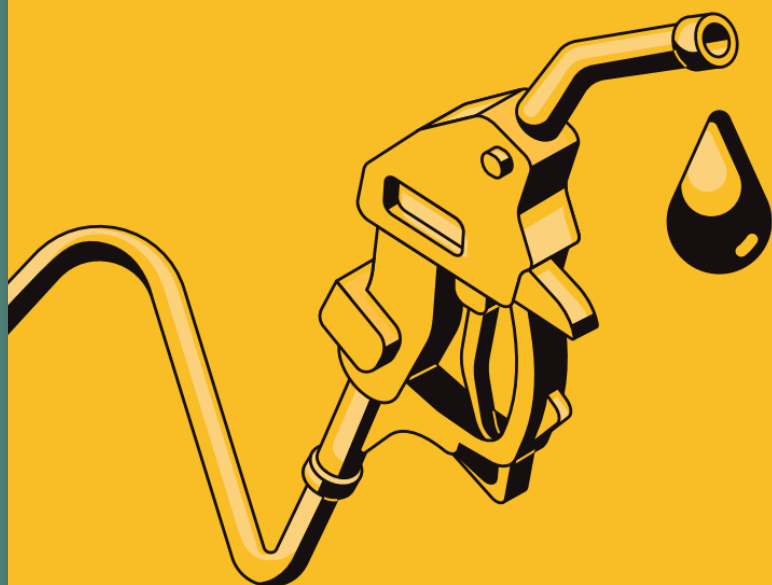
[http://fixouroil.com/wp-content/uploads/2019/10/Beneficial-Ownership-Reform-in-Nigeria\\_Key-Insights\\_September-26th\\_2019.pdf](http://fixouroil.com/wp-content/uploads/2019/10/Beneficial-Ownership-Reform-in-Nigeria_Key-Insights_September-26th_2019.pdf)

# *Beneficial Ownership Reform in Nigeria*

*Key insights for citizens and policy makers*

## **Nigeria's Petrol Subsidy Regime**

*Dilemma of the world's most populous black nation*



**POLICY BRIEF**

**budgiti**



**budgiti**



## 2019 Timeline of Notable Events

Feb. 2019

BudgIT started the 'Values of a Vote' campaign across 15 states against vote buying & selling during the 2019 elections

Apr. 2019

## BudgIT met with Senate President Bukola Saraki on need to #OpenNass

June 2019

BudgIT Welcomes  
Director, Oluseun  
Onigbinde from Columbia  
University

Jan. 2019

London Stock Exchange Group recognised BudgIT as one of the **“Companies to Inspire Africa 2019”**

Mar. 2019

ICPC Partners BudgIT, Tracka, Others on Constituency Project Monitoring

May 2019

## Campaign against Corruption in Passport Issuance



Aug. 2019

## 'Gbanjo NASS' campaign on social media against buying of exotic cars by the senate to the tune of N5.5bn

Oct. 2019

## BudgIT launches State of States 2019 and Investing in People Reports at Transcorp Hotels, Abuja

Dec. 2019

## BudgIT launches 2018 Federal Constituency Projects Tracking Report

July 2019

The Principal Lead, Gabriel Okeowo participates in the IE University & Business School Social Innovator's Retreat in Segovia.

Sept. 2019

## BudgIT celebrates its 8th year anniversary

Nov. 2019

## BudgIT launches #LGAAlert, a shortcode for accessing local government monthly allocations



Introducing

# #LGAAlert

Federal allocations to your local government is now at your fingertips. You can #AskQuestions and demand to know how it's spent.

*Simply text:* **civichive {space} 2019  
{space} local govt to 34461**





*We facilitate service delivery to vulnerable population that have no alternatives to government's responsibilities*

**Damen Ilevbaoje**  
**Head, Tracka**

# Fighting for the Communities left behind

*Donors: Luminate, MacArthur, European Union, British Council, PartnerGlobal, Google, OSIWA*

**Increasing citizens' awareness of the budget is a basic mechanism for driving social change and an improved society.**

Improvement in citizens' participation brings about a change in their communities, where public funds will work for the development of under-resourced communities thereby improving citizens' standard of living at the grassroots.

Tracka's influence is spreading through our focus communities, one project at a time. In 2019, we took tracka to 586 local government areas across 26 states in Nigeria. We tracked 15,859 projects in 7,589 towns and held 7,612 town hall meetings across the country. With increasing appeal for this project, the Tracka model has been scaled up from an initial 20 states to 26 states. We now follow up with projects in Kogi, Ogun, Oyo, Kano, Edo, Delta, Sokoto,

Kaduna, Niger, Gombe, Lagos, Ondo, Imo, Cross River, Ekiti, Osun, Kwara, Akwa Ibom, Kebbi, Enugu, Katsina, Adamawa, Nasarawa, Bayelsa, Anambra and FCT.

BudgIT engaged 30 more tracking officers to enhance the monitoring of implementation rates of all capital projects outlined in the budget. We plan to scale to all 36 states of the federation in the coming year to increase impact and promote inclusive development of the states, especially within the rural communities.

To further expand the reach of our community engagement activities, Tracka launched an initiative tagged "COMMUNITY CHAMPIONS" - These are active citizens who are committed to promoting good governance in their communities by engaging fellow citizens on their civic rights and duties; and encouraging participation in public affairs/ governance. Over 357

“ In 2019, a total of 1,497 Zonal Intervention Projects were tracked in the focus states, out of which, 475 were completed, 144 are still ongoing and 536 have not been actualized ”

grassroots community champions have been recruited from our focus states while 257 citizens registered online.

Due to an increasing number of our representatives at the grassroots through the community champion initiative, we recorded a tremendous success story in some of the focus states. Recently, our representative in Kebbi state facilitated the construction of a block of 2 classrooms in Walkam - a community in Arewa LGA, Kebbi state, where the pupils sat on the bare floor to learn under the shade of a tree. (<https://www.facebook.com/trackanigeria/videos/327711674845067>)

Before tracka intervention, there was no government presence in this community, however, through our community champion advocacy efforts, this school building has been completed and the pupils can now learn in a conducive environment. (<https://twitter.com/TrackaNG/status/1173802586228572160>)

The team wrote 326 letters to elected lawmakers in the National Assembly, State Governments and MDAs, to request the implementation status of projects. We got

a few responses from the letters to the elected representatives which influenced the speedy implementation of several projects in the focus states. While some projects remain undone despite the awareness, we achieved huge success by calling on the respective lawmakers and state government who nominated projects in their respective states / constituencies / senatorial districts through our Twitter handle and Facebook posts. We also reached out to Ministries, Departments and Agencies (MDAs) to give account of the implementation status of projects handled. Through our #GetInvolved campaign, our Twitter followers have grown tremendously to 67,000 followers as at the end of December 2019.

In 2019, a total of 1,497 Zonal Intervention Projects were tracked in the focus states, out of which, 475 were completed, 144 are still ongoing and 536 have not been actualized. A total number of 224 project locations were unspecified and 42 projects were abandoned by contractors. Tracka facilitated the successful completion of over 7,000 public projects in our focus states.






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1 & 3. Pupils of Maga Community Primary School, Maga, Kebbi State  
 2. Tracka Lead, Uadamen and PTO @ Kaffe PHC during Tracka's Documentary  
 4. Children of Akpogu community, Kogi State



... If you want to go far, go together. -  
African Proverb

Tolutope Agunloye  
Open Government & Institutional Partnerships

# Institutions & Partnerships

Donor: European Union, British Council, Oxfam, OSIWA,  
MacArthur, PartnersGlobal

**In ensuring that transparency and accountability remains a norm in Nigeria, it is important that BudgIT with other civil society organisations in Nigeria and government continue to co-create.**

The ability to leverage partnerships to achieve a common goal is important and crucial in the civic space. Collaborations with other CSOs and government both at state and federal levels through the Open Government Partnerships have yielded positive results.

The network of CSOs in Nigeria keeps growing in numbers as we move from state to state to provide technical support to CSOs in the grassroots. These CSOs via the Open Alliance Network have been able to get few states to sign on to Open Government Partnership. As of Dec. 2019, a total of 12 states have signed on

to this initiative while 5 other states are in the process of embracing the ideals of openness and co-creation for inclusion and improved service delivery.

BudgIT provided technical support to 36 states finance and budget directors on the use of citizen's budgets in 2019 through the SFTAS project. For the first time ever, by the end of April 2019, 21 states had developed and uploaded their citizens budget on their state websites making them eligible for the funds attached to meeting the Disbursement Link Indicator (DLI) under the SFTAS P for R.

BudgIT also partnered with Water Aid to train grassroot CSOs in Bauchi and Plateau states on budget analysis, data visualization and budget tracking which also increased the number of members of CSOs on the Open Alliance Network. In August, we provided technical support to all the Southeast states on budget tracking and budget advocacy while we supported





Group picture of participants at the OGP stakeholders meeting in Imo State

CSOs in the South-South states on creative communications. The technical support from BudgIT has helped the CSOs to advocate for access to information ranging from budgets to contracts.

Our subnational transparency engagement expanded last year to Imo state. After several attempts to engage the state on a partnership to improve their fiscal process and practices, BudgIT met with the commissioner for Budget and Planning with directors from the ministry of budget and Planning. For the first time since 2014, the government of Imo state revived their website and published their 2019 budget online. BudgIT also signed an MoU with the Imo state government on an open budget. Furthermore, BudgIT provided support to the key personnel in the budget office on citizens' budget template while also building the capacity of the CSOs to get the state to sign on to OGP.

In course of the year, BudgIT had a closed-door meeting with the Lagos State governor, BabaJide Sanwo-Olu and the Commissioners of finance and budget on open budget and citizens' participation on

budget formulation. BudgIT was able to get the state to publish 2011-2019 budgets on the Lagos State official website while a hard copy of the 2020 budget was released to the BudgIT team.

Anambra state government reintroduced the citizens participatory Budget Forum in the 2020 budget cycle in the state as a result of the fiscal transparency and cost of corruption campaign we are implementing, in partnership with the British Council Rule of Law and Anti-corruption Program supported by the European Union. The citizens participatory budget accords the non-state actors the opportunity to interface with the state actors to look at the gaps in the state budget in order to influence the policies and hold the government accountable to the people. The state had earlier stopped the citizens participatory budget forum and the CSOs drew our attention to it during the fiscal transparency and cost of corruption engagement in the state.

We continue to simplify the education budget into infographics and share, through online and offline mediums. Education data

“ *In the course of the year, BudgIT had a closed-door meeting with the Lagos State governor, BabaJide Sanwo-Olu and the Commissioner of Finance & Budget on open budget as well as citizens’ participation on budget formulation.* ”

from state SUBEBs (Lagos and Kaduna) were visualized for easy monitoring of projects in the states. In all, we produced over 40 infographics both for the Federal government, Kaduna and Lagos states and organized 3 tweet chats with MacArthur co-grantees. We were able to reach over 30,000 offline citizens through our town hall meetings and over 150,000 online citizens.

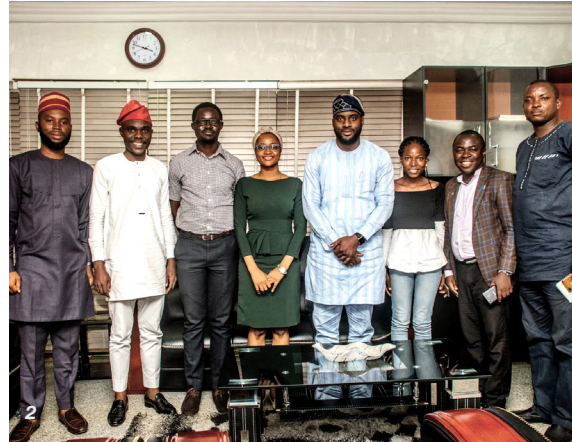
Through our UBEC data, we partnered with MalalaFund and YouthHub Africa in pushing for the UBEC amendment which continues in the 9th Assembly. Through our partnership with ICPC on capital project monitoring, we were able to get over 15 education projects completed through FOI requests from communities to their representatives.

The BudgIT team met with the former Senate President, Bukola Saraki and his team to discuss ways to make the budget open to the public. We were able to get the 8th Assembly to publish her 2018 budget for public access and we continued an online campaign with the 9th Assembly on ensuring this becomes a norm. We continued to intensify our demand for reduction in Inequality in Nigeria through a variety of advocacy activities. The year began with a focus on increasing the budgetary allocation to the pro-poor sectors of Education, Health, Agriculture and Infrastructural development.

Over 70 infographics were curated and shared across all our social media spaces in a bid to garner increased citizens voices, to ensure an improvement in the political will of key stakeholders in the government to effectuate increased funding. We also monitored several pro-poor projects during the course of the year.


Five opinion articles on inequality were published via the Cable newspaper-a popular online newspaper). We also published a research analysis of the core issues that drive inequality in Nigeria and released a series of short videos to highlight the issue of inequality in the pro-poor sectors; that is, Education, Health, Agriculture, Housing and Infrastructural development.

These engagements amplified the voices of citizen groups and kept government attention on inequality and the budget-drivers (through budgetary misallocations). The opinion pieces also mobilized public attention to inequality and how public policies, including budget appropriations and political systems, deliberately escalate inequality. We additionally created a video that was widely shared on our social media platforms to further ensure that the inhumane conditions of Nigerians juxtaposing it with the opulence in urban areas was made known.



1. Stakeholders meeting of NGOs in Abuja
2. OGIP team on a courtesy visit to the Speaker, Oyo State House of Assembly
- 3-4 Stakeholders training by OGP
5. Meeting with the Governor of Lagos State on #OpenLagos





*Creating Civic Tech Solutions is one of our ways of reiterating our importance in the Civic Tech space by proffering solutions to social problems*

**Iyanuoluwa Bolarinwa**  
*Community Manager, Civic Hive*

## Beyond Our Strength & Resources

*Donors: BudgIT, OpenGov Hub*

**In the year 2019, Civic Hive continued its work in helping to build Nigeria's civic-tech space and contributing immensely to curating solutions to the nation's burgeoning problems.**

We have achieved consistency in proffering solutions to social problems around institutional efficiency, transparency, accountability, and civic education. This has positioned us as a go-to for civic conversations.

The second cohort of the Civic Hive Fellowship, arguably one of the best in Nigeria, was held in 2019. It opened up with a call for applications from young Nigerians across the six geo-political zones with social innovative solution ideas to the teeming problems of Nigeria. The Fellowship gives a springboard to launch these ideas and also provides support as the ideas grow and scale. Six successful finalists

underwent intensive 6-month training on various aspects of nonprofit leadership and management, from fund-raising to corporate governance.

A Civic Hive fellow, Adejoke Are, Program Lead for the Flemer Project, got to the regional semifinals of the Justice Innovation Hill program. She finished as the second runner up with win support from the program. Flemer project seeks to provide free legal services to inmates who cannot afford them. They have handled over 2000 cases to date.

2019 opened doors to international partnerships for the Hive. The Global Affiliate Hub program which is managed by the OpenGov Hub, Washington DC, recruited six members for its global network of which Civic Hive was one. It is thrilling to see the Hive gaining some global recognition in just two years of its establishment. The





1. Participants at a Thursday Talks program at the Hive
2. BudgIT staff posing as models during the Value of a Vote Campaign photoshoot
3. BudgIT's Principal Lead, Gabriel Okeowo taking a training session at the Hive.
4. Civic Hive Manager, Iyanuoluwa Bolarinwa during Value of a Vote Campaign in Ado Ekiti
5. Civic Hive fellows during a training session
6. Police Reform discussion at the Hive

“ *A Civic Hive fellow, Adejoke Are, Program Lead for the Flemer Project, got to the regional semifinals of the Justice Innovation Hill program* ”

Civic-Hive Manager, Iyanuoluwa Bolarinwa, attended The Global Affiliate Hub retreat in Dubai, UAE. This also gave us the opportunity to run the OpenGov Social Impact Challenge in collaboration with eCove, Abuja.

We hosted Nada Zhody, the Director of the OpenGov Hub, Washington DC. who shared with key members of staff from her wealth of experience the best practices in hub management.

We implemented one of the four core pillars of Civic Hive in 2019, that is, training the existing Civil Society Organizations (CSOs) Specifically, six CSOs were trained on the knowledge of designs. The Hive sponsored trainers who shared deep insights with the CSOs and provided hands-on training in the use of special design tools.

The organizations who benefited from this are; Anti Corruption and Transparency Initiative, Elites Network for Sustainable Development, Serdec Nigeria, Citizens Connect, The Education Partnership Centre, and Global Rights. We were gladdened with the progress and the value-added to these organizations.


Events worthy of mention which were held at the Hive in 2019 include the “Dialogue on Police Brutality in Nigeria”, “Protecting our Safe Spaces for Progressive Conversations”, and “Thursday Talks”, which is held on the last Thursday of every month.

We also received Jillian L. Itharat, Political Officer to the United States Consulate General, and the German Ambassador, Robert Dolger, with Consul General, Dr Stefan Traumann and Vice-Consul who was accompanied by Jan H. Ahrens.

We look forward to an eventful 2020 with a massive Civic Education campaign in schools and we hope to reach 1 million citizens with basic civic knowledge. This has become imperative considering the low civic literacy level of the average Nigerian citizen. Aggressive fundraising campaigns would also form a large chunk of our strategy for 2020.

The drive for combating social ills remains the kernel of the Civic Hive mission, and we would relentlessly propagate this in 2020 and beyond.





*BudgIT continues to reinvent and retool to ensure it maintains a strong and compelling Employer and Employee Value Proposition.*

**Adeniyi Soley**  
*Human Resources Manager*

## Our Human Resource

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**Nothing is truer of BudgIT than the words of management expert, Ken Blanchard, “None of us is as smart as all of us.”**

The feats achieved in 2019, adequately serving all stakeholders, could not have happened without the strong collaborative efforts of the Humans of BudgIT. 2019 saw the organization taking pilot strides as we further seek to strengthen our organizational processes and structures. This is consequent on the need to deepen employee engagement and foster productivity.

In times like this where organizations are daily confronted with the realities of keeping up talent retention indices, BudgIT continues to reinvent and retool to ensure it maintains a strong and compelling Employer and Employee Value Proposition.

### **Growing What is Measured**

In 2019, we launched a robust Performance Management Framework. After much tweaking to meet organizational demands, a tailored performance management instrument cum policy was deployed. While the organization has hitherto had a way of measuring and rewarding performance, this was a total rejig of the process. With standard metrics in terms of expectations and rewards. Performance is measured monthly, quarterly, and bi-annually.

It is our firm belief that to continuously improve either as an organization or individual employees, we must be able to pinpoint current performance, identify gaps, and prescribe possible solutions. We have seen dipped workplace motivation transformed, increased employee satisfaction, and crafting of more specific performance improvement programs. Organizational Learning.



1 & 2. Some members of staff at BudgIT's 8th anniversary dinner



“ In 2019, we launched a robust Performance Management Framework. After much tweaking to meet organizational demands, a tailored performance management instrument cum policy was deployed. ”

Albert Einstein once said, “Once you stop learning, you start dying.” BudgIT prides itself in heavily investing in its employees’ growth and development. Asides exposure to external training faculty, the organization’s Knowledge Sharing Sessions kicked off in 2019. At these sessions, a pre-informed employee takes other colleagues on a subject matter of interest. A topic is randomly chosen as deemed fit by the sharing staff, makes a presentation on same, and opens the floor for knowledge exchange. This has deepened the imbibing and retention of new and institutional knowledge and also fostered knowledge cascade.

Also in 2019, BudgIT’s Principal Lead, Gabriel Okeowo, was nominated and attended a weeklong Social Innovators Retreat that was held in Segovia and Madrid, Spain organized by IE University’s Africa Centre. World’s leading business school, INSEAD, Singapore campus, also received the Human Resources Manager, ‘Niyi Soley, on a weeklong Executive Education course for HR Leaders. Four employees attended the Non-Profit and

Leadership and Management program at the Lagos Business School.

## The Workplace of the Future

In the words of Johann Wolfgang Von Goethe, “Knowing isn’t enough, we must apply; willing isn’t enough, we must do.” In 2020, we anticipate and would be working assiduously towards better alignment with workplace practices of the future. With digital disruptions changing the outlook of the workplace, BudgIT would be positioning itself to incorporate technology more in its work and human resources processes.

We would be introducing flexible work hours in 2020, improving on our leave policy to create more time for extra-work activities, having more employee engagement programs, driving diversity and inclusion, increasing individual and team collaboration, and providing development opportunities. We are excited about what the future holds, even as we stay agile and promote an endearing workplace culture.







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1. Data Analysis training session for all staff @ BudgIT's Lagos office  
2 & 3. Staff at BudgIT's 8th anniversary dinner





1. Surprise party for our Director, Seun Onigbinde on his return from the Obama Scholar Leadership Program  
2. Staff at BudgIT's 8th anniversary dinner



Great storytelling changes societies. This is our goal.

**Damilola Ogundipe**  
Media & Communications Lead



## Telling our Stories

**At the beginning of the year, we had only one question on our minds regarding our communications - “How do we make a big story much bigger?”.**

It is no longer news that our work is phenomenal, and this has mandated us to imbibe better ways to expand our influence, tell our stories, amplify our messages and bring more people on board the active citizenship train. The mission was simple: deepen the level of our craft (communications & media skills), expand online and offline influence, and notch up more strategic collaborations with institutions for the greater good.

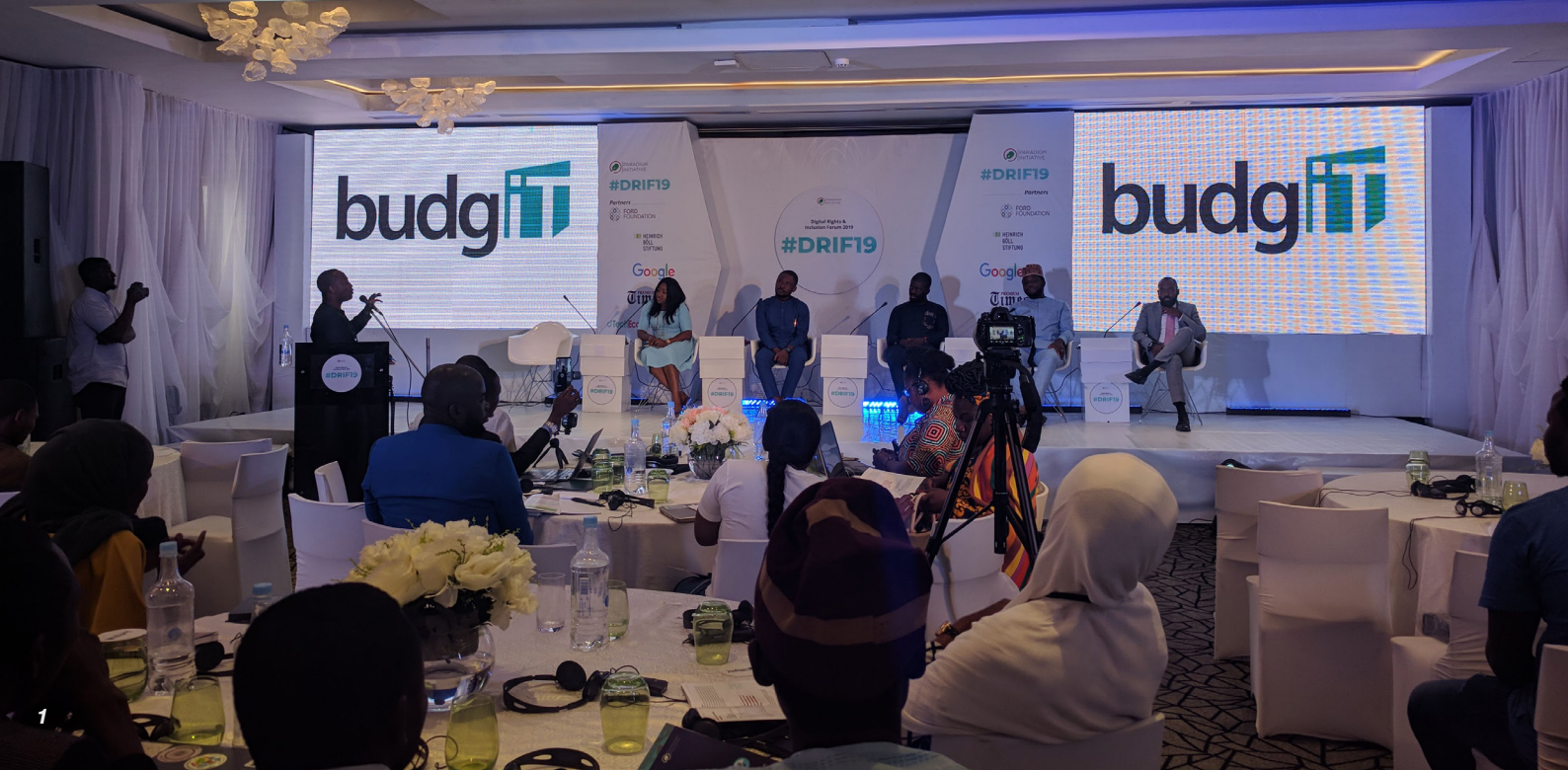
One of the biggest highlights of the year was producing a documentary that captured some of our success stories regarding our advocacy for the implementation of constituency projects for which budgetary allocations have been awarded. These success stories included the rehabilitation of a primary healthcare centre in Kaffe,

Sokoto State; construction and equipping of several blocks of classrooms in Maga, Kebbi State and the construction of a borehole in Akpogu community, Kogi State. Creatively amplifying this on our media platforms served to tell our impact stories to our followers and provoked a stronger sense of commitment to active citizenship.

Other big wins include campaigns on #OpenNass which resulted in the publishing of the National Assembly budget of the 8th Assembly under Dr Bukola Saraki, a documentary that advocated against the frivolous Calabar superhighway project by Cross River state government, a voter education campaign in 15 states and online tagged “Value of a Vote” among many other success stories.

While we almost doubled our followership on twitter to about 200,000 and generated over 22million impressions within the year, we look forward to achieving much more in 2020.





1. BudgIT @ DRIF2019 discussing State of States: Using Open Data to Drive Subnational Transparency
2. Media team shooting a documentary on Maga Community School, Kebbi State.
3. Design Review of State of States Report 2019
4. Children during a documentary shoot at Kaffe Primary Health Center, Sokoto State
5. Shooting a Vox Pop on the streets of Yaba, Lagos
6. Civic Hive Fellows introductory video shoot





Camel rider in Kebbi State



## BudgIT Foundation

### Consolidated Statement Of Financial Activities

(Including Income and Expenditure Account)

For The Year ended Dec 2019

	FY 2019	FY 2019	FY 2018	FY 2018
	NGN	USD	NGN	USD
<b>Inflows</b>				
Grants, Impact and Investments	649,805,040.00	1,805,014.00	537,468,120.00	1,492,967.00
Infographics Income	4,400,900.94	12,224.72	6,489,720.00	18,027.00
Other Income	9,554,342.16	26,539.84	36,266,324.37	100,739.79
Interest Income	1,540,458.00	4,279.05	1,068,436.40	2,967.88
<b>Total Incoming Resources</b>	<b>665,300,741.10</b>	<b>1,848,057.61</b>	<b>581,292,600.77</b>	<b>1,614,702</b>
<b>Expenditure</b>				
Personnel Cost	168,417,770.38	467,827.14	133,155,745.49	369,877.07
Training Cost	19,306,465.50	53,629.07	5,947,400.00	16,520.56
Travels	30,933,092.94	85,925.26	19,952,442.73	55,423.45
External Consultancy	34,424,321.40	95,623.12	7,538,229.30	20,939.53
Tracka Project Costs	72,076,360.40	200,212.11	70,558,524.00	195,995.90
Adverts and Promotion	12,268,961.75	34,080.45	19,772,515.00	54,923.65
Infographics & Illustration	838,000.00	2,327.78	283,921.20	788.67
Staff Liabilities	4,780,000.00	13,277.78	15,160,000.00	42,111.11
Project Expenses (incl. Events & Workshops)	86,637,829.50	240,660.64	104,495,799.63	290,266.11
Taxes	16,079,357.44	44,664.88	9,680,561.47	26,890.45
Rent (Civic Hive & BudgIT)	14,321,947.00	39,783.19	16,918,334.00	46,995.37
BudgIT Expansion Projects	36,954,040.00	102,650.11	140,000,000.00	388,888.89
Publications	16,258,000.00	45,161.11	16,743,000.00	46,508.33
Sub-awards & Organizational Support	11,268,000.00	31,300.00	10,407,000.00	28,908.33
General and Administrative Expenses	72,581,518.23	201,615.33	60,548,658.81	168,190.72
Bank Charges	918,741.21	2,552.06	979,873.46	2,721.87
<b>Total Resources Expended</b>	<b>598,064,406</b>	<b>1,661,290</b>	<b>632,142,005</b>	<b>1,755,950</b>
Net Incoming resources	67,236,335.35	186,767.60	(50,849,404.32)	(141,248.35)
		-		
Opening Balance	80,870,384.33	224,639.96	131,719,788.65	365,888.30
		-		
<b>Net Position</b>	<b>148,106,719.68</b>	<b>411,407.55</b>	<b>80,870,384.33</b>	<b>224,639.96</b>

Exchange Rate: 1USD = NGN360

This represents a fair position of the organization but has not been certified by a reputable auditor.

## MAJOR FUNDERS IN 2019

Organization	Amount (USD)
Luminate	500,000.00
*Gates Foundation	378,886.00
MacArthur Foundation	299,990.00
US State Department/Partners Global (AccesNG Project)	138,065.49
European Union / British Council (ROLAC Project)	128,424.35
Google	74,989.00
Open Society Initiative for West Africa	61,339.00
OXFAM	43,760.39
Vital Strategies	39,990.00
Natural Resource Governance Institute	20,000.00
FOSTER (DFID Programme)	10,072.14
	<b>1,695,516.37</b>
*In 2019, BudgIT recieved a sum of \$445,961 from Gates Foundation as first tranche for a three-year project on strengthening sub-national fiscal policy. Pro-rated amount related to 2019 program has been included accordingly.	

## Notes

1. Grants (a total of N665m) comprises of funds received from donors on project by project basis. Our largest chunk of funds were received from Bill & Melinda Gates Foundation, Luminate and MacArthur Foundation. Other Income accounts for consultancies and Infographics while the Net Income is the interest earned on cash and cash equivalents. BudgIT's long term sustainability plan is to grow our subsidiary company, FITILA, to generate enough income so as to prevent total reliance on donor funding for impact.

2. Total personnel cost was 28.2% of our expenses comprising of annual salaries and bi-annual performance appraisals. This is an increase from our 21.1% personnel expenditure in 2018. We had staff exiting and hiring of senior cadre employees which resulted in increased remuneration expenses. Additionally, the management has keen interest in staff welfare and this influenced her decision to increase salaries across all levels. This increase made it necessary for management to design a functional structure for measuring staff performances and compensations to justify increase in staff welfare.

3. Our external consultancies constitute all expenses related to media monitoring agencies and community champions stipends as well as benefits

across the states covered. This consists of 5.8% of our total expenditure and is a significant increase from our 1.2% expense in 2018. Broad monitoring and impact assessment contributed to this huge leap in expenses. This is paramount and of huge interest to us as we need to monitor our work and impact. In addition, the community champions' stipends were increased to cover for additional coverage in each state.

4. Taxes such as PAYE (Pay As You Earn) and all other WHT (Withholding Taxes) are deducted from staff payment as well as vendors and partners at applicable statutory rates. All employee benefits are subject to Tax. Withheld amounts are remitted to the tax authorities as applicable. Total tax liabilities amounts to 2.7% of expenditure.

5. General administration is the overall expenses on the operational cost for our Lagos, Abuja office and Civic Hive space. There was a huge significant change from 1.5% in 2018 to 12.1% in 2019 for our expenses as a result of increased administrative activities. These costs comprises of office rent, a number of office repairs, office maintenance and replacement of office items. All expenses have been fully accounted for in the funds provided by donors.



## Staff List, 2019

Oluseun Onigbinde	<i>Director</i>
Gabriel Okeowo	<i>Principal Lead</i>
Joseph Agunbiade	<i>Chief Technology Officer</i>
Mariam F. Macaulay	<i>Head of Finance</i>
Adeniyi Soley	<i>Human Resources Manager</i>
Tolulope Agunloye	<i>Team Lead, OGIP</i>
Segun Adeniyi	<i>Head, Creatives</i>
Damilola Ogundipe	<i>Media and Communications Lead</i>
Ilevbaoje Uadamen	<i>Head, Tracka</i>
Ojiugo Uche	<i>Head of Research</i>
Esohe Osinoiki	<i>Monitoring and Evaluation Manager</i>
Abel Akeni	<i>Head, Extractives</i>
Gbenga Oni	<i>Back-End Developer</i>
Adewole Adejola	<i>Program Officer, Tracka</i>
Segun Olaleye	<i>Administrative Manager</i>
Ayomide Faleye	<i>Open Alliance Coordinator</i>
Folahan Johnson	<i>Program Officer, OXFAM</i>
Henry Omokhaye	<i>Program Officer, Tracka</i>
Adeseolu Funmilayo	<i>Accounts Officer</i>
Shakir Akorede	<i>Communications Associate</i>
Richard Ofunrein	<i>Creative Designer</i>
Adejoke Akinbode	<i>Program Officer, Extractives</i>
Olaleye Olaniyi	<i>Program Officer, Research</i>
Oyebola Agunloye	<i>Program Officer, Research</i>
Iyanuoluwa Bolarinwa	<i>Civic Hive Manager</i>
Chinweizu Umeh-Ujubuonu	<i>Program Officer, Research</i>
Tobiloba Etikerentse	<i>Accounts Officer</i>
Ama Bassey	<i>Program Officer, OGIP</i>
Fauziyyah Abdulrahman	<i>Accounts Officer</i>
Edidiong Isong	<i>Product Designer</i>
Adetomiwa Ogunnusi	<i>Video Production Coordinator</i>
Thaddeus Jolayemi	<i>Intern</i>
Yewande Adisa	<i>Front Desk Officer</i>
Godsfavour Amedari	<i>Intern</i>
Damilola Onemano	<i>Corp. Member</i>
Halimat Adelaja	<i>Corp. Member</i>
Oluwatosin Iseniyi	<i>Corp. Member</i>
Oluwamayowa Agunloye	<i>Corp. Member</i>
Oluwadunsin Olowolafe	<i>Intern</i>
Zhyno Amaghada	<i>Janitor</i>
Austine Simion	<i>Janitor</i>

## Advisory Board Members

**Josephine Nzerem (Chair)**

*Director, Venture and Talent,  
Ashoka Africa, Lagos*

**Alan Hudson (Deputy Chair)**

*Global Integrity, Washington D.C*

**Alh (Dr.) Mustapha Jumare**

*Co-Chair, Kaduna Open  
Government Partnership*

**Ijeoma Nwagwu**

*Pan-Atlantic University, Lagos*

**Oreoluwa Lesi**

*Founder and Executive Director,  
Women's Technology  
Empowerment Centre, Lagos*

**Adenike Adeyemi**

*Executive Director,  
Fate Foundation, Lagos*

**Saheed Olajide**

*Entrepreneur & Co-Founder / Director,  
SnowWhite Integrated  
Services, Lagos*

### Non-Voting Members

**Joseph Agunbiade**

*Co-founder/Director,  
BudgIT Foundation,  
Lagos*

**Oluseun Onigbinde**

*Co-founder/Director,  
BudgIT Foundation,  
Lagos*

**Mariam Macaulay**

*Secretary to the Board  
Head Finance,  
BudgIT Foundation*

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## Organisation Information

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